Calcutta Business School

Course Name and Subject Code: Organizational Behaviour-Individual and Group Dynamics (DM 21401)

Academic Year: (2020 -2022); PGDM course; Term - 3 credits

INSTRUCTOR: Dr. Shuvendu Majumder

Background of the Course: "Do you want to resolve a conflict successfully? Don't wait, start a conversation." — Eraldo Banovac

This suggests that while working in an organization, it is very important to not only understand other people's behavior but also make other people understand ours. This is where the understanding and knowledge of Organizational behavior (OB) becomes crucial. OB as the name suggests is about people-related issues at workplace. To be more precise, OB is the "understanding, prediction and management of human behavior both individually or in a group that occur within an organization." The course aims to help students in appreciating and influencing a wide variety of issues related to individuals, interpersonal relationships and working in teams. *OB covers the core topics of motivation, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress.*

This is a practical course that focuses on the issues, basic theories and methods associated with organizational behaviour in modern-day

organizations. In this course, contents are designed to a number of work behaviour issues under organizational structure at the levels of individual, group and organizational. Different cases, methodologies, models etc. will be taught to implement policies that help organizations to become more competitive and profitable. Moreover, participants will be introduced to both traditional and contemporary innovative methods of behavioural science in organizations aligned with structural management techniques and ethical issues of surroundings to promote dynamic business environment. The course will focus to explore the role of leadership in business.

Course Objectives:

Following are the main deliverable:

1. A brief introduction to the different functions of management and the role of Organizational Behavior there in.
2. Develop an understanding of human behavior and how this behavior influences the effectiveness of an organization.
3. Develop an understanding of the core concepts of OB particularly individual and group dynamics by exposure to real-life organizational situations in the form of short cases/movies or role-plays.

Learning Outcomes:

By the end of this course, students should be better able to understand:

what organizational behavior is and why it is important 🎬

Understand theories about how managers should behave to motivate employees 🎬

Define organizational culture and explain how managers create culture

Discuss why it is important for managers to behave ethically 🎬

Understand the steps managers can take to effectively manage diversity 🎬

Understand the nature of managerial decision making 🎬

Describe the types of organizational structures managers can design, Explain why they choose one structure over another 🎬

Explain what leadership is and what makes for an effective leader 🎬

Explain why groups are key contributors to organizational effectiveness 🎬

Understand conflict management strategies that managers can use to resolve organizational conflict effectively

TEXT BOOK

Robbins, SP., Judge, T. A. & Sanghi, S. (2009). Organizational Behaviour. Pearson Education. [Text Book – I]

Luthans, F. (2014). Organizational Behaviour. MGH. [Text Book – II]

REFERENCE BOOK

McShane, S.L., Glinow, M.A.V. & Sharma, R. R. (2011). Organizational Behaviour. TMH. [Reference Book – I]

George, J.M. & Jones, G. R. (2012). Organizational Behaviour. Pearson. [Reference Book – II]

Singh, Kavita. (2009). Organizational Behaviour. Pearson. [Reference Book – III]

DURATION: 20 sessions

PEDAGOGY :

Teaching Pedagogy will consist of teaching, use of multimedia and movies, analysis of cases and role-plays to help students connecting daily life situations with the key OB concepts taught in the class.

Students are expected to read all assigned materials as the basis of learning in this course. Assigned homework, quizzes and group activities are designed to reinforce students' understanding of the academic content. Additional instruction, such as discussion topics, current events, and videos may be used to bridge the academic content with practitioner realities. Assignments related to Building a Business are intended to link the divergent chapter-based concepts in a way that demonstrates the breadth, depth, and intricacies of managerial decision making.

COMPONENTS OF EVALUATION:

There will be periodic evaluations of your learning through practical assessments and presentations, and a final comprehensive closed book written examination. Please make sure that you complete your assignments on time. Written work [double-spaced, justified, Times New Roman font type and 12 font size] should be free of spelling and grammatical errors. Requirements for each individual assignment are provided below.

1) **Tests or Examination**: The knowledge tests or exam will include multiple choice and questions require brief answers.

2) **Presentation (Perspectives on Leadership)**: (a) Contents delivered should have relevance to leadership and use of principles, and techniques taught (b) Confidence of presenter © Citing credible research or business sources

3) **Group Project:** (a) Conduct a community approach or environmental effort (b) The collective effectiveness of your activity © Presentation of project (articulation of lessons learnt)

4) **Leadership Role:** (a) Relevance and impact of the topic in today's context (b) Effectiveness in demonstrating/communicating leadership behaviours © Team participation (all members contributed in some way)

5) **Class Participation:** (a) Originality in discussion (b) Clarity of thought and presentation

Sl. No.	Particulars	Percentage
1	Project/Term Paper & Survey (Individual/Group)	20
2	End term Examination	40
3	Assignment/ Case Study/Movie	10
4	Quiz & Oral (Speakers' Corner)	20
5	Class Participation	10
Total		100

Teaching and Learning Strategy

<u>TERM I - 2020-22</u>

S. NO.	Topic	Detail outline of the concept	Teaching Hours	Resources/Assignment
1.	Introduction to OB *"The organization is, above all, social. It is people."*	What is Management; manager and organization? Features of management; importance of management; levels of management; management of objectives (MBO) Various schools of management- classical; neo-classical and contingency school of management; Hawthorne experiment	1.5	Chapter-1 (TEXT BOOK -I)
2.	Concept of OB	Importance of Interpersonal Skills, Functions/roles/skills of Manager What is Organizational Behavior? Effective versus successful managers	1.5	Chapter-I (TEXT BOOK I) *Role playing Exercise*

		Challenges and Opportunities for OB		
3.	Learning & Attitudes " *People may hear your words; but they feel your attitude.* "	Principles of Learning Main components of Attitudes & Job Satisfaction;	1.5	Chapter 3 & 4 (TEXT BOOK)
4.	Personality Development " *An ugly personality destroys a pretty face*"	What is Personality, Big Five Personality ; Myers Briggs Type Indicator Psycho-Social Theory of Personality Development- Eric Erickson Values and Ethical Behaviour JOHARI WINDOW Case Discussion	1.5	Chapter 4 (TEXT BOOK - I) *Case Study*
5.	Emotions & Moods	Basic Emotions and moods; Function of Emotions; Sources of Emotions; Emotional Intelligence; Applications of Emotions in work place	1.5	Chapter 8 (TEXT BOOK - I) *Case Study*
6.	*Perception*	Factors of perception Attribution Theory & Application	1.5	Chapter 5 (TEXT BOOK - I)

		Errors in Perception		*Case Study*
7.	Individual Decision *Making*	*The Rational Model* *Bounded Rationality*	1.5	Chapter 5 (TEXT BOOK – I) *Case Study*
8.	Motivation " *I can and I will.* "	Defining Motivation; Theories of Motivation – Maslow Need Theory; Theory X and Y; Two factor theory; Theory of Needs; Mc Clelland; Equity Theory; Goal Setting, Expectancy & Reinforcement theory.	1.5	Chapter 6 (TEXT BOOK I)
9.	Application of Motivation " *I can and I will.* "	*Job Characteristic Model; Job Redesign; Reward Management;* *Movie Analysis:*		Chapter 7 (TEXT BOOK I)
10.	Foundation of Group Behaviour	Formation of group Group Decision making Group Role, Norms, Status	1.5	Chapter 9 (TEXT BOOK I) Presentation & case Analysis
11.	Communication " *Listen to what people don't say.* "	Functions of Communication; Communication Process; Direction of Communication	1.5	Chapter 11 (TEXTBOOK)

		Interpersonal Communication – Oral; Wriiten and Non-Verbal Communication Organizational Communication– Email Communication; Grapevine ; Formal Small group Networks Barriers to effective communication		Case & *Movie*
12.	Leadership *A manager says " Do it"* *A leader says " Let's do it"*	What is Leadership ? Various theories of leadership – Trait theories, behavioural theories; contingency theories; LMX theory; Transactional and Transformational Leadership Creating Effective Leaders	1.5	Chapter 12 (TEXT BOOK-I) *My Experiments with Truth: An Autobiography of Mahatma Gandhi* *Long Walk to Freedom: The Autobiography of Nelson Mandela*
13.	Contemporary issues in leadership– " *TEAM stands for together everyone achieves more."*	Leader Role, Challenges to the Leaders; Authentic Leadership; Ethics & Leadership; Attribution Theory; Training of Leaders	1.5	Chapter- 13 (TEXT BOOK I) *Movie Analysis*
14.	Power & Politics	What is Power; Basis of Power; Power Tactics	1.5	Chapter-14 (TEXT BOOK) *Case & Movie*

		Causes of Political Behavior; How do people respond to political behavior		
15.	*Conflict & Negotiation* "*Conflict is inevitable but combat is optional*"	What is Conflict ? Transitions in Conflict Thought; Conflict Process; Conflict Management Strategies	1.5	Chapter-15 (TEXT BOOK- i) *Cases on Conflict*
16.	*Organizational Culture*	Concept; How employees learn culture? Creating positive & ethical culture.	1.5	*Case Analysis*
17.	Managing Change & Stress "*To improve is to change; to be perfect is to change often.*"	What is Change? Forces of Change; Radical versus Incremental Change Managing organizational change - Kurt Lewin- Three Step Model; Organization Development What is Stress; Sources of Stress; Individual and Cultural differences; Consequences of Stress; Managing Stress	1.5	Chapter-19 (TEXT BOOK I) *Movie:*

18.	Term paper & Presentation	Discussion on Survey Presentation-Day I	1.5	Case Study
19.	Assignment Submission	Presentation-Day II Discussion on Term Paper	1.5	Case Study
20.	Course Integration	Question & Answer session	1.5	Feedback